MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

BRI 3114 – HUMAN RESOURCE INFORMATION SYSTEMS

(All sections / Groups)

8 MARCH 2017
2:30pm – 4:30pm
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of **THREE (3) pages with ONE (1) SECTION.**

2. Answer **ALL** questions and all questions carry equal marks and the distribution of the marks for each question is given.

3. Write all your answers in the Answer Booklet provided.

Read the case and answer ALL questions (100 marks).

CASE STUDY: ROAD TO eHRM -THE HONG KONG JOCKEY CLUB

25 years ago, The Hong Kong Jockey Club first employed a semi-auto computerized payroll system 'Chartered on line', an offline service provided by a solution vendor. Data input was done on the tape and payroll consolidation was generated monthly.

Due to rapid business development and the need of keeping huge amount of data, the corporation called for Human Resources modernization in 1993. Upon the expiry of the service contract of 'Chartered on line', 'eHRM' was introduced with an aim to enhance coordination between the Human Resources Department & the Accounts Department.

'A project team was then formed, composing representatives from Human Resources, Accounts, IT and Internet Audit. Based on the project management methodology, the evaluation process was divided into four stages - opportunity evaluation, preliminary analysis, system building & implementation.' Mr. Li told.

Implementation of an ideal system is always difficult and challenging. It took the team three months to discuss what elements should be included in the system. Afterwards, a preliminary proposal was prepared and tenders were invited from all parts of the world. After thorough-paced study and careful examination, a vendor who passed the objective assessment of the corporation, was selected. In terms of the evaluation criteria, system effectiveness accounted for 60% while the remaining 40% fell into the vendor's on-going support.

The Hong Kong Jockey Club employs nearly 400 full-time staff (consist of clerical and management staff) and 1,400 part-time staff. 'eHRM is beneficial to the company in a sense that it lessens documentation between departments and in turn contributes to environmental protection; it raises security level, efficiency & effectiveness, increases and ensures data privacy. It also gives the flexibility to cope with last-minutes changes.' Dave Li explained.

eHRM is centralized and controlled by the Human Resources team. For instance, duty arrangement of the part-time staff is computerized through the inter-change of information. In this way, the system could help attain a high degree of efficiency and effectiveness.

Several million dollars have been invested on eHRM, including software, hardware, consultancy fee and R & D etc. It was estimated that the pay-back period would take around seven to eight years. Now, this target has been shot.

'It is common for large companies to install eHRM. Not only can the processing time be shortened but also manpower can be saved. So far eHRM reaches the prime objective of cost effectiveness and the implementation is within time and budget plan.' Dave Li announced.

During these few years, there have been no significant changes in the Hong Kong Jockey Club's eHRM, only the database has been upgraded to the latest version, enabling its transformation to a window-based platform and overcoming the Y2K crisis.

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On the other hand, intranet has become more popular and common in today's business world. In early 2001, the Hong Kong Jockey Club has set up its internal staff intranet. It provides a platform for self-service development and acts as a channel for staff communication. Intranet also helps increase the company transparency & develop employees' sense of belongings.

As for Jockey Club, the intranet consists of the following parts: daily news headline which appeals to staff's interests; the leisure section in which they can voice out their own opinions in the social clubs and join various activities. It also includes a part on 'Better yourself' which provides a variety of courses for staff to study; 'At your service' includes a telephone list of different departments. Besides, there are different forms for downloading and facilities bookings. Apart from all these, the intranet establishes a channel for the introduction of Jockey Club's business.

'Hit rate, especially second click will be calculated in the second quarter of this year. The results will be the base for evaluation for future improvement and development of our intranet.' Mr. Li added.

Mr. Li finally concludes that they will keep pace with the technological development in order to make the eHRM and intranet run more effectively.

Source: Career Times 27 April 2001, p. 24

QUESTION 1

a) Describe the distinction between e-HRM and HRIS. (8 marks)

b) Despite all the benefits of ESS stated in the case, what are the potential drawbacks of implementing ESS in the company? Please list and explain **FOUR (4)** disadvantages of self-service portals for HR administration. (12 marks)

(Total 20 marks)

QUESTION 2

By adopting the balanced scorecard developed by Norton and Kaplan (1996), identify and explain the purpose of each of the four perspectives included in the balanced scorecard. Provide **EIGHT (8)** examples of HR measures / metrics that would demonstrate the value of HR in achieving the strategic goals of organizations. (20 marks)

QUESTION 3

a) Based on the information obtained from the case, construct a context level Data Flow Diagram (DFD) for the Employee Self-Service (ESS) in HK Jockey Club. (10 marks)

b) Which model – the physical or logical – is more useful in designing the HRIS? Justify your answer. (10 marks)

(Total 20 marks)

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QUESTION 4

a) After the implementation, discuss **FIVE (5)** steps that Dave Li should take to ensure proper maintenance and support of the system. (15 marks)

b) One of the benefit of eHRM implementation as mentioned in text is it raises security level. What is meant by information security in HRIS? (5 marks)

(Total 20 marks)

QUESTION 5

Dave Li found out that the club faced with a 2.5% annual absenteeism rate over the 1920 hours that each employee is scheduled to work. About 60% of absentees are part-time workers (average wage RM6 per hour), 25% are clerical employees (average wage RM10.50 per hour), and the remainder are management and professional workers (average salary RM22 per hour). About 36% more of each employee's salary is spent on benefits. In the last six months, supervisors (average wage of RM12 per hour) estimated that managing absenteeism problems cost, about half an hour a day for each of the 245 days per work year. It's a serious problem that must be dealt with, since about 80 supervisors are directly involved with absenteeism. The club incurs total costs of RM30,000 per month for substitute employees. On top of that, the club spends approximately RM590,000 per year more cost incidental to absenteeism.

Calculate how much is absenteeism costing HK Jockey club per year per employee? (Follow the steps as stated below to calculate the absenteeism cost)

Step 1: Total Hours Lost to Absence
Step 2: Compensation for Absent Employees' Time
Step 3: Benefits for Absent Employees' Time
Step 4: Total Compensation for Absent Employees' Time
Step 5: Total Compensation Cost for All Absent Employees
Step 6: Supervisory Time Spent on Absence Management
Step 7: Pay Level for Supervisors
Step 8: Total Supervisor Paid Time Spent on Absence
Step 9: Cost of Substitute Employee
Step 10: Costs of Reduced Quantity or Quality if Work Outputs
Step 11: Total Absenteeism Costs
Step 12: Total Costs Per Employee per Year

Note: Please write your answers in 2 decimal places. (20 marks)

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